

CENTRAL INTELLIGENCE AGENCY

Executive Registry

76-3282/1

27 August 1976

NOTE FOR: The Director

FROM : E. H. Knoche, DDCI

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7 SEP 1976

George:

Interesting study. What this tells us despite Bill Nelson's hopes, is that there is little correlation between DDO reductions and the prospects for DDA savings resulting thereupon. Among reasons are the growing DDA responsibilities in such fields as security, training, and automation--responsibilities that are quite independent of DDO prospects.

  
E. H. Knoche

Attachment:

Memo: Impact on the DDA of  
Change in Size of the  
DDO, 25 Aug 76

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COMPT 76-1203

24 AUG 1976

MEMORANDUM FOR: Comptroller

THROUGH: Assistant Comptroller, Resources

SUBJECT: Impact on the DDA of Change in Size of the DDO

1. You asked a "simple" question: To what extent are personnel levels in the DDA driven by the size of the DDO?

2. We have considered your question from a variety of vantage points and have attempted to draw conclusions from what we know about the DDO's support needs, but there does not seem to be an easy or simple answer. The issue is complex and cannot be realistically considered in isolation since the DDA supports the rest of the Agency with the same resources used to provide required support to the DDO. While there obviously is a relationship between the size of the DDO and the DDA resources necessary to provide the support required by the DDO, the size of the latter is only one of the factors involved. Other questions and issues arise which would first have to be addressed. For example, would the mission of the DDO remain the same with a substantial decrease (or increase) in its positions? Would the distribution of DDO resources be changed significantly with a decrease (or increase) in its positions? Would there be any change in cover requirements? Would the relationship of the DDO with the rest of the Agency remain unchanged?

3. While there is no obvious or single answer to your question, a couple of generalizations might be drawn. First, a modest change in the size of the DDO would have minimum impact on the DDA. Given a small decrease in DDO positions, one could expect a corresponding decrease in DDA positions but the percentage reduction would be less than that of the DDO reduction. On the other hand, the additional support requirements generated by a small increase in DDO positions probably could be absorbed by DDA components--it is possible that no increase in DDA positions would be required. Given a substantial change in DDO positions, the impact on the DDA probably would be quite different. A substantial decrease (or increase) in DDO positions would result in a corresponding decrease (or increase) in DDA positions, but here again the percentage change in positions would be less than that of the DDO. What all this boils down to is that we believe the size of the DDO does, in fact, dictate to a certain extent

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the size of the DDA, but in different degrees depending on the magnitude of the DDO change. And in all cases, the size of the DDA will be influenced by not only the support required by the DDO, but by the rest of the Agency as well. The discussion in the following paragraphs tends to expand on and support the foregoing generalizations.

4. You also asked for a short paper addressing in general terms the savings in DDA positions, office by office, and the resultant total Agency positions if the DDO were to be reduced by 25 percent, or were to be withdrawn fully from overseas. Our consideration of these two alternatives was based on position data reflected in the FY 1977 Congressional Budget adjusted to: (a) exclude the IC Staff [redacted] (b) recognize the HAC-recommended DDO reduction [redacted] (c) reflect the ceiling transfer of seven positions from the DDO to the O/DCI; and (d) reflect in the DDA ceiling the three positions transferred from the DDI [redacted] For purposes of this discussion, the total DDO ceiling reduction [redacted] as assumed to have been applied to Headquarters—not U. S. Field or overseas—activities. Thus the FY 1977 position totals we worked with are summarized as follows:

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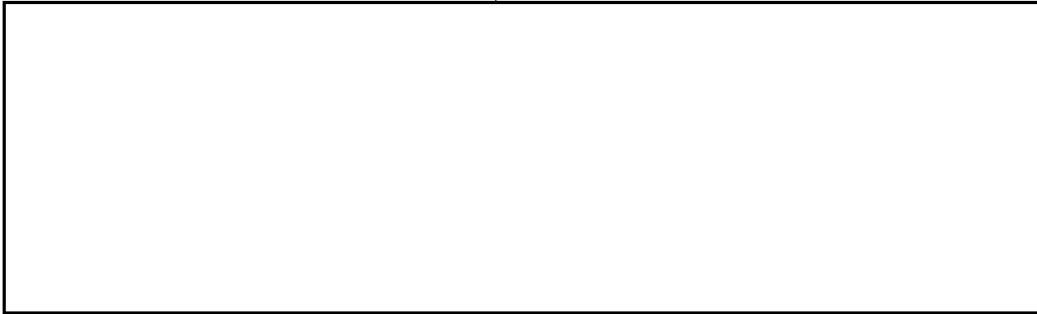
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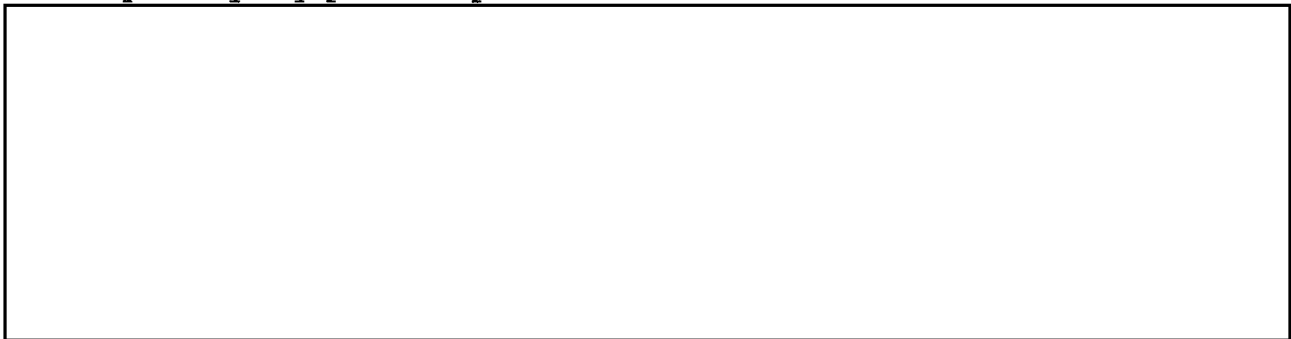


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e. The DDO reductions would result in no significant position reductions in the DCI, DDI or DDS&T.



6. We recognize our assumptions might be considered a bit unrealistic and/or arbitrary. This is particularly true for the last two assumptions (paragraphs 5.e. and 5.f.). A reduction in the DDO of the magnitude discussed also would imply a substantial change in the mission of not only the Operations Directorate but also that of the Agency, and clearly would impact on position requirements in the DDI and the DDS&T, and probably to a lesser degree in the DCI Area. The DDS&T particularly provides extensive support to the DDO, and if the level of such support were to be reduced or if such support were no longer required, a substantial reduction in DDS&T positions should be possible. We have made no effort either to assess the impact of any DDO reduction on the DDI or the DDS&T or to quantify any possible position reductions in these directorates.



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7. The assumptions outlined above were needed as a basic point of departure for sizing the overall ceiling impact on the Agency and provided the necessary numerical base to come up with reduced overall Agency positions. In sum then, and based on these assumptions, two overall Agency position postures emerge as follows:



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8. In addressing the problem, we looked carefully at each DDA resource package, and based on all factors known to us, attempted to estimate the impact of each of the two alternative DDO reductions. Our analysis, for obvious reasons, tended to be on the superficial side and although we tried to be objective, the end product probably includes large elements of subjective judgment. The results of our efforts are included in the attached Tabs A (DDA Summary) and B (Agency Summary).

9. In reviewing the attachments, it is important to recognize that there is not likely to be a direct percentage relationship between a change in the resource level of a given Agency component (in the instant case, the DDO) and the resources required by the DDA to support that component. For example, in an increasing position mode, a somewhat smaller increase in staff would normally be necessary in the various DDA components to provide essential support than the equivalent percentage increase in the size of the Agency as a whole. Conversely, it would normally be expected that the saving in DDA positions probably would be less than a given percentage reduction in the overall size of the Agency. If the reduction were small, the workload impact probably would be so insignificant as to not affect DDA position requirements at all. We believe this is understandable and should be accepted as a given because of certain required core activities in most DDA offices which can at best be related only indirectly to the size of the Agency. It is also important to note that the DDO's overseas cadre includes at almost all posts one or more DDA-type positions which provide local administrative and support services. The same is true of both Headquarters and U. S. Field elements. Any reduction in the DDO ceiling would involve not only operational positions, but also support positions included as an integral part of the Directorate ceiling. This factor also contributes to a less-than-direct percentage relationship between changes in total Agency positions and resultant changes in DDA positions.

10. In summary, and notwithstanding the cautions and disclaimers, we believe the attachments reflect as good an estimate of the impact on the DDA position ceiling (and on the overall size of the Agency) of the alternative DDO reductions as can be developed without a detailed examination and careful study of the issue.

  
Chief, Administration Group

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Attachments:

As Stated

Distribution:

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